

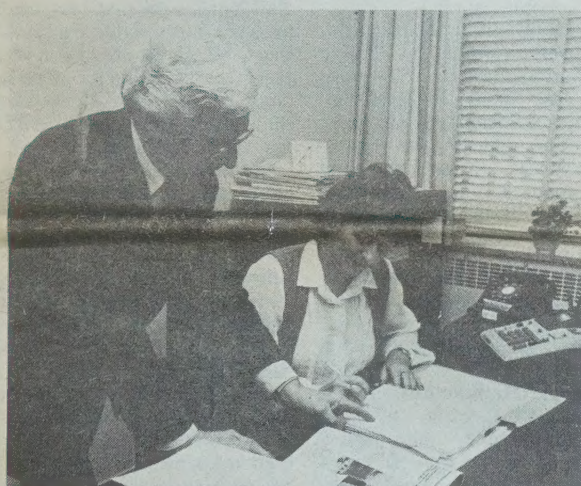
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CASE for Helping You Set up Your Recovery Plan



"Planning for one's recovery in a time of economic renewal may be as vital as planning for one's survival in a recession" — PROFITS' Editorial, Page 2.

The Federal Business Development Bank (FBDB) coordinates the activities of 1600 independent counsellors across Canada. They can be retired owners of small businesses or pensioned executives from a wide variety of industries and specialties. The program is called CASE, *Counselling Assistance to Small Enterprises*, and some 12,000 assignments have been carried out over the years.

While CASE counsellors are better known as problem-solvers or trouble-shooters, it should be stressed that the program was not set up solely to help firms in difficulty.

Given the opportunity, that is if called in before the problems arise or, better still, at the planning stage, the CASE counsellor will do his best to prevent their happening. Hundreds of successful businesses have been started with the help of a CASE counsellor.

Right now, a CASE counsellor could well be just the person you need to help you set up a recovery plan that will position you to share in any renewed activity.

The service is available to all Canadian businesses with less than 75 full-time employees, at bargain-basement prices: \$13.25 per hour of the counsellor's time, with a four-hour minimum. The counsellor's travel time and costs are absorbed by the FBDB. There is no charge for the meeting with the CASE coordinator who will select the most suitable counsellor for your particular needs.

After an in-depth study of the projects or problems involved, your CASE counsellor will research and draw up for you a report containing specific recommendations.

If you happen to be a small cooperative enterprise, you'll be interested to read, on Page 4, all about the new CASE-C service.

Good management is even more important to the success of a small business than it is to a large one. Small businesses simply do not have the margin for error that the large ones have.

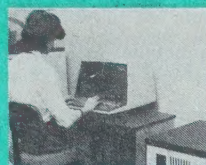
Whether your business is at the start-up stage, is in the process of expansion or in need of additional financial backing, CASE may be for you. Call any of the FBDB's 93 branches from coast to coast.

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Spring 1983
Vol. 2, No. 4

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Inside ...



Your Recovery Plan

Any plan is better than no plan at all — goes the old saw.

Yet, because it is so difficult for anyone to stop and look into the future, planning is too often put off until tomorrow; but tomorrow never comes.

Many are thought to be lucky, because they were in the right place at the right time. In practice, however, it is not only attributable to the knack of recognizing and grabbing an opportunity quickly, but also carefully planning for such opportunities.

Why work on a recovery plan? Simply to take stock, shake off the rot of the recession and work up a little ambition. A detailed plan is a great way of finding out at any time where we stand in relation to the objective set at the start.

Where to start? Why not try to establish what has made the business successful — or not — up to now?

— What goods and services are most in demand? How profitable have they been? How large is their market? How appropriate will they be to the changing times?

— What made my business competitive? Price? Quality? Service? Location? Attractive advertising? Reliability?

A recovery plan should look three years ahead. Too long? No, the plan can always be adjusted along the way. It tells owners and managers what requirements must be met in terms of financing, size of staff, premises and so on.

A recovery plan can also be the extension of an existing business plan, except that the recovery plan will be directed primarily towards making the most of renewed economic activity after a period of recession. It will emphasize growth.

If the economy is on the move again there will be growth opportunities. How is growth to be pursued? By adding on new lines? By hiring salesmen or increasing advertising? By enlarging the premises or moving to a new location? The answers to these questions are all elements of a recovery plan.

Planning for one's recovery in a time of economic renewal may be as vital as planning for one's survival in a recession.

Any plan is indeed better than no plan at all — and that's an understatement.

Government Programs Are For You Too

Do you sometimes feel that government programs are passing you by? That you are missing out on something? You may well be.

We hear a lot about government programs, but do we listen? Not carefully enough. We usually think that they are for the bigger guy or the smaller guy, never for the right guy — namely you or me. Yet, they very often are.

Another misconception is that government programs are wrapped up in a lot of red tape, that it takes hours to fill out the application forms and ages to see action. Not always. Some of the departments, agencies and Crown corporations can move fast — you'd be amazed.

A portion of all those zillions could be yours!

Whither Interest Rates?

The anticipated level of future interest rates affects decisions on business investment and expectations of future sales of goods, especially those which are sensitive to interest rates. Thus, one question that is being asked by many people in business today is: will interest rates go up or down?

Canadian and U.S. rates linked

As the graph suggests, movements in Canadian interest rates are tied to those of U.S. rates. Canadian rates have maintained an almost consistent but slight spread over the U.S. rates since around mid-1981. (Reasons for this relationship were discussed in PROFIT\$ last year).

Since there is no reason to suggest that Canadian interest rates will not continue to follow U.S. rates over the next few months to a year, one can assume that events in the U.S. will largely determine the future course of interest rates in Canada.

Arguments for a rise

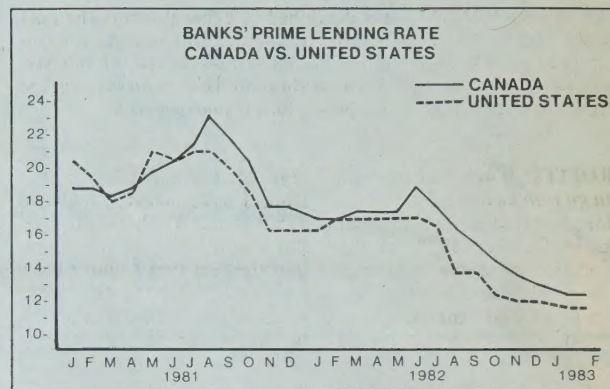
Those in the "interest rates will rise" camp are basing their judgments mainly on the following factors: The huge U.S. Government deficit predicted for the upcoming fiscal year would force interest rates to rise again. As the U.S. Government borrows more money to finance its deficit, the price of that money — interest rates — should climb. This upward pressure could be added to if businesses start investing again this year — a clear possibility given the recent surge in stock market prices.

Another factor is the U.S. Federal Reserve, which has been "loosening up" its restrictive monetary policy since about mid-1982. The effect of this action has been the continuous decline in interest rates since June 1982. It is suspected that the U.S. Federal Reserve might curtail or possibly reverse its "loosening up" policies, in which case interest rates would increase.

Some forecasters in this camp are also probably just looking at the graph above and are postulating that interest rates are likely at their "bottoming-out" stage now and therefore would firm up in the next few months.

Arguments for a drop

In the other camp, a decline in interest rates is foreseen



over the next few months for the following reasons. Americans are saving more of their income and therefore the U.S. deficit could be financed easily without putting upward pressure on interest rates.

In effect, if more money is available for lending, due to higher savings, then the price of that money should not increase. (While higher savings have this "good" effect, it also means less consumer spending on goods and services, which in turn does not help in getting out of the recession.)

Also, it is argued that businesses are not investing due to high unused capacity in their plants, and so no pressure on interest rates could be expected from this source — at least not in the next few months.

Another factor is the relationship between interest rates and inflation. Interest rates usually follow inflation rates with the former being about three to four percentage points higher than the latter. Today the difference between the two rates is about six percentage points. Since inflation is coming down — the drop in oil prices will contribute to this trend — interest rates should also decline in the next few months.

Anybody's guess

These are some of the factors behind the speculations on interest rates. Where are interest rates headed? Anyone's judgment would not be much

worse than those of the experts. With so many opinions around yours should coincide with one.

Remember that even the respected Henry Kaufman of New York, sometimes referred to as the guru on interest rates, was wrong in his prediction last year. He was calling for interest rates to rise to the 25-30 percent range by the end of 1982. It never materialized.

For the record, Mr. Kaufman pronounced in January that he foresees long term interest rates in the U.S. falling below 10 percent and short term rates falling below 7 percent, though rates would continue to be volatile. There is no reference as to when these lower rates would materialize.

As for Canadian interest rates, most of the speculators do not foresee a return to the high rates of 1981, in the 20 percent and over range, either this year or in 1984. Next year is, after all, an election year in the U.S. and more often than not, any economic levers that can be controlled are shifted around in a favourable manner in the months preceding the elections.

As Mr. Kaufman has pointed out, rates over the next few months to a year could behave in a volatile manner. In Canada then, interest rates could move in a range of about three percentage points below and above today's rates.

PROFIT\$ is published by The Federal Business Development Bank, P.O. Box 6021, Station A, Montréal, Québec H3C 3C3 Tel.: (514) 283-2749

PROFIT\$ is published to promote FBDB's services and is distributed free to all businesses across Canada through the Canada Post Corporation. There is no mailing list.

ISSN-0711-0316 Transmag Inc.

EXTRAORDINA TEUR

An FBDB Venture Capital Investment

Up to now PROFITS has described in general terms the part played by the FBDB in equity financing. But here is a case-history of the FBDB in action. We have interviewed for you Mr. Yves Dion, President of Extraordina teur Inc., who has agreed to tell, from the client's viewpoint, how it really works.

PROFITS: *When and how did you go into business?*

Dion: I started Extraordina teur Inc. in October 1978, at the suggestion of some insurance brokers who were looking for a computerized management system. With two orders on the books, I left my job as computer sales manager at Bell Canada in Montreal and went to the United States to buy components. I assembled them and added the basic software.

But I couldn't control the quality of the equipment I'd imported, and it kept breaking down. In frustration, I stopped all sales and concentrated on designing and producing my own microcomputer, with the help of a \$35,000 federal grant. The total cost was \$125,000.

Not only was each new circuit board that I designed as a replacement for an original one compatible with conventional equipment, but 99 percent of the problems were solved. Instead of maybe five times a month, field service became necessary less than once a year. But because I had to replace the original equipment, I put off soliciting new clients for nine months.

PROFITS: *Could you tell us more about the compatibility aspect?*

Dion: We went from 5" to 8" diskettes, and hard discs are now available on all our models. They are all compatible. The software is also compatible with all the models, so that, when it's time to expand, clients can add to existing equipment instead of having to purchase a whole new system, as they do when they buy other systems on the market.

PROFITS: *When did you realize you needed additional capital?*

Dion: I decided in 1980 that if I was going to get anywhere, I needed to devote all my energy to designing and producing equipment. But selling through distributors eats away at profit margins. You have to have capital to expand.

PROFITS: *How much of your own money have you invested*

since the beginning?

Dion: I have invested between \$75,000 and \$100,000 directly. But if you take into consideration the fact that I didn't draw much salary for the first three years, my investment is actually between \$125,000 and \$150,000. I also have a partner, François Vignola, who joined me in December 1980 with \$40,000.

PROFITS: *What brought you to the FBDB?*

Dion: Investors tend to be enthusiastic about high technology only until the time comes to pull out their chequebook. Many an investor has lost his shirt.

By the autumn of 1981, I had already been looking for capital for a year. The requirements of most potential backers were unacceptable. Institutions wanted majority control

sory note, for a total of \$50,000.

Using a simple formula, the agreement allows for the adjustment of the FBDB investment to the Company's actual results.

PROFITS: *Is the FBDB investment a permanent one?*

Dion: Not at all. Unlike private investors, the FBDB is not interested in stockpiling businesses; its involvement is strictly temporary. A set

- 1- A Company client;
- 2- A \$50,000 loan from the Quebec Industrial Development Corporation (QIDC);
- 3- A substantial increase in our line of credit.

The FBDB's contribution may be small, but it has made all the difference by accelerating our growth process.

PROFITS: *How would you term the FBDB involvement?*

Dion: Discreet and constructive. For instance, the FBDB is

PROFITS: *Could you have survived without the FBDB?*

Dion: It wasn't a question of survival; it was a question of expansion.

PROFITS: *What is your situation now?*

Dion: Our 1982 net profit was over \$100,000, for a 25 percent return on capital. We went from a staff of 5 to 23 in 15 months.

We built and sold about 25 systems in 1981; 100 in 1982; and we expect to exceed 200 in 1983. Moreover our higher-priced, top of the line multi-station systems make up an ever-increasing proportion of our order-book; which should triple our volume of business while maintaining profit margins.

PROFITS: *How do you market your products?*

Dion: So that we can concentrate on technology, we leave marketing to distributors who specialize in vertical markets, that is to say, who have well-defined niches:

- 1- Micro Personnel, for insurance brokers;
- 2- Micro Concept, for real estate;
- 3- Micro Integration, for chartered accountants;
- 4- Jolidata, for construction;
- 5- a new distributor who will cover medical and dental clinics.

We even gave Dataforce, a Division of the Bell Canada Computer Communications Group, a contract to service our products in all areas served by Bell, except within a 100-km radius of Montreal, where we will continue to provide service.

Also, we have stayed out of the personal microcomputer market, since too much capital is required. We prefer to stick to computers for small businesses, such as the IBM 23.

PROFITS: *Looking at the longer term, what has the FBDB done for you?*

Dion: With our increased capital, we've been able to enter other markets. We recently met with the directors of two European multi-nationals who have their eyes on the North American market. This could mean for us a potential contract for the production of 3,000 small computers over the next 18 months.



entitled to two seats on our board of directors, but has officially appointed no one; the board doesn't sit officially or at regular dates. Instead, the FBDB account executive comes to check on our progress every month and that suits us fine because he makes a useful contribution to our discussions.

PROFITS: *Are you satisfied with the FBDB's terms?*

Dion: The terms are reasonable. The FBDB's projections were not as optimistic as ours; but we have had to go along with their conservative approach, with the intention of renegotiating later. Luckily, our forecasts were the ones that were achieved. We are already thinking about buying back our shares from the FBDB or negotiating more financing in November.

and set conditions that didn't even take my own investment into account. Individual backers wanted \$50,000 salaries without any expertise. Besides that, everybody was referring me to the FBDB.

PROFITS: *But how far can you get on \$50,000?*

Dion: It may not sound like much, but that \$50,000 opens a lot of doors. Because the involvement of the FBDB makes other investors feel more secure, we have obtained the following:

- 1- A \$50,000 investment from

CASE-C

FBDB Extends Counselling Service to Cooperative Sector

The Federal Business Development Bank (FBDB) and the Co-operative Union of Canada (CUC) recently announced an expansion of the CASE activities. An adjunct to the original CASE (Counselling Assistance to Small Enterprise) was initiated, to be known as CASE-C (Counselling Assistance to Small Co-operative Enterprises) with a specific responsibility to provide counselling help to the co-operative organizations.

In the private business sector the CASE services provided by the FBDB have been known, well utilized and appreciated since 1972. A similar offer of specific management assistance services is now made available by the Bank on

an extended basis to the eligible co-operative business organizations in the whole co-operative sector. The CASE-C function is intended to enhance business operations of co-operative organizations and assist them in identifying potential problems and opportunities.

Not a duplication of services

CASE-C is not set up, nor seen, as a duplication of any services provided now. On the contrary, it is organized to complement and supplement, in co-operation with the co-operative centrals and provincial agencies concerned, what is available in the assistance field now and to reduce their work load. Co-operative enterprises without any affiliation to

central bodies or involved in activities without particular centrals could be the main field of the CASE-C activities.

Retired co-operators as counsellors

The activities of CASE-C are going to be based in large part on the involvement of the retired co-operators recruited for counselling duties.

Importance of the co-operative sector

The co-operative sector has an unspoken prominence on the Canadian economic and social scene. It is represented by close to 8,000 individual co-operative business enterprises with tens of billions of dollars in total business volume and assets.

To a lesser or greater degree, the co-operative sector serves a variety of needs in purchasing, marketing, production, financial matters, service industry and other areas of concern of some 10 million Canadians. For instance, 80 percent of Canadian grain trade is handled by the co-operative sector; 25 percent of farm income comes through co-operatives; 20 percent of housing units in 1980 have been built by housing co-operatives, etc.

Its peculiarities

It is a business sector which is different from other business sectors by virtue of its own structures (primary co-operatives, sectorial, provincial, regional and national representatives bodies and facilities), its own patterns and traditions of operations and a philosophy of its own presence in the marketplace. Even its legal existence is governed by special legislation (mainly provincial) and by specific, on occasion very individualistic, internal by-laws.

The CASE formula

CASE-C services are provided according to the well established CASE procedures and on the same conditions that have governed the counselling assistance provided by the FBDB for ten years.

The same counselling fee is charged, the same eligibility rules apply in regard to the size of the co-operative enterprise that can be served (no more than 75 employees) and the maximum length of the assistance term (75 man days of counselling).



John M. Garland, CASE-C Coordinator, FBDB; Jack Reed, Special Projects Coordinator, Co-Op Union of Canada; Aleksandrs Sprudz, Deputy CASE-C Coordinator, FBDB.

CASE-C service welcome

Extension of the FBDB counselling assistance to the co-operative sector is very much welcomed by the Co-operative Union of Canada and provincial, sectorial, and central co-operative bodies. During the celebrations of the 1982 Co-operative Week in Canada last fall, Mr. Jack Reed, Special Projects Coordinator for the Co-operative Union of Canada, stated that "the Federal Business Development Bank is to be congratulated for its decision to implement this added (CASE-C) service. It is now up to co-operatives to make sound use of the program".

CUC support

The support of the CUC and the leading organizations of the co-operative sector for CASE-C is expressed in several ways. Among them is the valuable publicity provided for the CASE-C and CASE programs in the co-operative newspapers, bulletins, circulars and similar publications, as well as the provision of lists of retired and soon to be retired co-operators who might be approached as prospective CASE-C counsellors.

Enclosure of information material on CASE-C in their mailings, and suggestions and recommendations to use CASE-C assistance when needed are possibly the most direct forms of support to CASE-C by the top co-operative centrals.

Provincial agencies also pleased

Similarly, the extension of the FBDB counselling services to the co-operative sector has

been well accepted and found a very timely and useful move by the provincial agencies handling the co-operative and credit union matters on behalf of their governments.

Lists of prospective counsellors and help in the publicity drive to inform co-operative organizations, particularly those without affiliations, about the expanded FBDB counselling, already have been received by the CASE-C office from a number of these agencies.

Ottawa-based

Because the CUC is located in Ottawa, the FBDB has assigned to the CASE Ottawa office the responsibility to carry out, in co-operation with the CUC, the initial organizational work of CASE-C.

Obviously, if the local CASE offices are already in a position to respond to calls for counselling services from co-operative organizations in their area, they will continue to do so.

Once the initial, special roster of the CASE-C counsellors is established by the Ottawa office, the whole counselling service organization of the FBDB will become involved in delivery of the expanded counselling services to this new business sector.

Further information may be obtained direct from:

CASE-C
Federal Business Development Bank, 280 Albert Street,
Ottawa, Ontario K1P 5G8
Telephone: (613) 995-5068

Also from local CASE offices, the co-operative centrals, provincial agencies and the Co-operative Union of Canada.

**WE FINANCE
POTENTIAL
WITH FLEXIBLE
TERM LOANS**

If you want to finance a particular venture, but aren't sure you can satisfy the usual ironclad requirements, come in and discuss it with us.

The Federal Business Development Bank doesn't just look at figures. We examine your whole project. We loan money based on overall feasibility. To us, competence, commitment and potential are as important as fixed assets and hard collateral. And, we offer fixed rate as well as floating rate, medium or long term loans.

Whether your business is still just a great idea, or whether it's a long established fact, we'd like to help. With interest rates lower than they have been in years, now may be a good time to consider modernizing your equipment or expanding your business into different areas.

Get in touch with your nearest branch of the FBDB, soon, and be optimistic — we are!

YOUR FUTURE IS OUR GUARANTEE.



Federal Business Development Bank
Banque fédérale de développement

Canada

Data Processing and Small Businesses

No. 6: Word Processing

This article was written by a professional in the field of information systems. The first draft was dictated quickly, between two meetings, and was typed on a micro computer specially designed for Word Processing (W/P). As can be expected, there were many revisions to this document; each one was typed and printed in less than 10 minutes.

The W/P machine used by the author and his secretary consists of a central processing unit, one screen, a keyboard and one printer. The equipment also includes a telecommunications module and, by using this facility, the original text was routed to the Bank's Head Office.

Transmission

Transmission by telephone line is quick, efficient and costs much less than ordinary voice communications. The direct cost of transmitting this text (approximately 3 pages) would be as follows: \$1.00 (Vancouver — Montreal), \$0.70 (Toronto — Montreal).

Revision

Upon arrival at Head Office, the text was read into another micro computer similar to the first one. It was printed out again (45 characters per second, or one page per minute) for submission to the editor of PROFITS.

In turn, other improvements were incorporated into the material and a secretary made the necessary corrections (and only the corrections) to the original text residing in memory. This new operation, in total, took less than one hour.

Translation

The article, in its written form, was then delivered to the Translation Department where a similar process was repeated. However, the translator worked directly on the screen of another W/P machine. In this manner, he drafted and corrected his translation, on-line.

Photocomposition

Finally, the English and French versions were forwarded, on magnetic diskettes (thin black plastic squares with sides of about 20cm), to the graphics department where a technician, using a fourth W/P machine, identical to the others, inserted the codes required by the photocomposi-

tion equipment.

After a few minutes this machine, directly connected to the word processor, was started and produced the necessary galley for the printer.

Affordable for SMBs

Except for a few details, this article was drafted and produced in just this fashion. Obviously the equipment utilized is a little more sophisticated than that usually found in small and medium sized businesses (SMB).

However, the functions described (memory, communication, etc.) are available on most of the W/P machines on the market with prices varying between \$10,000 and \$25,000. Most of these are therefore quite affordable for SMBs.

Specialized micro computers

Essentially, W/P machines are micro computers with specialized circuits, operating systems, and software (see preceding articles of this series) which are designed to manipulate text instead of data as the ordinary computers do for technical or accounting purposes.

True, the micro computers also have word processing capabilities but, in general, these are not as flexible, efficient and "user friendly" as the equivalent systems available on dedicated W/P machines. The training of personnel on W/P equipment is relatively easier and shorter (1 to 3 weeks).

A W/P machine is basically comprised of:

- A keyboard**, similar to that of an ordinary typewriter;
- A cathode-ray tube (CRT)** or screen, which shows the letter activated on the keyboard as well as other texts and data residing in memory (if called to appear on the screen);
- A memory**, which uses different media such as diskettes (various sizes and density) or hard disks with greater capacity;
- A central processing unit**, which is the brain of the machine;
- A printer**, which is available with various devices, technologies, (daisy wheel, matrix, etc.) and a wide range of speeds.

Time savers

The W/P machine can reduce the time involved in

producing and correcting texts, correspondence, etc., by eliminating all useless repetition of effort by the author and administrative personnel. The finished product is always of a better quality and this helps in improving the image of a firm.

The W/P machine can also help in improving the quality, timeliness, etc., of management information because of its capability, sometimes appreciable, to perform data processing functions.

Advantages

The main advantages of these W/P systems are:

- On-the-spot capture of the text in memory;
- The capability of correcting this text instantly;
- The capability of storing the text for future use and/or modification;
- The capability of combining various texts (or standard paragraphs, sometimes called "boiler plates") and assembling these to produce documents adapted to each situation (e.g., circular letters);
- The capability of personalizing all communications (each text is an original);
- The capability of printing at high speed;



- The possibility of integrating the W/P technology with other technologies such as data processing (main frames), micro computers (VISICALC), telecommunications (electronic mail), photocomposition, etc.

SMB applications

The W/P machines are somewhat specialized equipment but some applications are particularly interesting for certain types of SMBs such as professional offices, consultants, marketing and public relations firms, etc.

The large companies and governments are substantial consumers of W/P machines and they sometimes acquire more powerful equipment

closely linked with each other "in clusters". However, SMBs can benefit from W/P technology by purchasing stand-alone machines (single screen) at a lower cost.

W/P or DP?

The business which is currently planning to automate its office work as well as its business information will have to make a choice between a W/P machine (with some DP) or a micro computer (with some W/P). Both solutions have some advantages, depending on situations. The needs analysis as well as a good cost/benefit analysis will show which is more profitable to the individual SMB.

PROFITABLE READINGS

The following titles may be borrowed from the Small Business Library of your local FBDB branch office.

Doing business in Canada: forms of business organization. — Ottawa: Department of Industry, Trade and Commerce, 1978.

Information in this booklet deals with federal, provincial and territorial legislation affecting the form and commencement of business in this country. It is intended as a guide in this field of legislation and, as such, refers only to the basic principles involved. Subjects covered are sole proprietorship, partnership, incorporation under federal law and under provincial law.

Pointers to profit. — Royal Bank. Your business matters; no. 2, 1976.

This booklet is written with the new business owner in mind. It

raises questions and offers suggestions on a variety of subjects such as inventory, deferred expenses, pricing and loans. The object of the booklet is to quickly identify problem areas, pointing out some of the risks and dangers involved, and to describe briefly some of the factors which must be considered in searching for solutions to these.

Public relations for small business: What it is and why you need it. — Toronto: Macmillan, 1979.

This book takes the mystery out of public relations and proves that PR isn't just for big business — it is one of the most effective and least costly tools available to small business. It explains the function of a PR program in simple business language and provides a guide for the busy proprietor or manager in applying the

process effectively.

Small store planning for growth. — Washington, DC: Small Business Administration, 1977.

When a store grows beyond a certain volume of business and number of employees, it enters a critical phase. The owner must become a manager of work rather than simply a doer of it. If an owner fails to make the transition, he or she is apt to lose out entirely to more vigorous and alert competition. This booklet discusses the nature of growth and the management skills needed in realizing it. Topics covered include planning, expansion, financing and merchandising. There are also checklists for increasing transactions, gross margin, and for interior arrangement and display.

Your First Million? Easy Does It!

In a book titled "Getting Rich Your Own Way", a psychologist reports on her study of 1 000 individuals she picked at random in their early twenties and whose careers she followed for two decades. She wanted to see who would become millionaires and how they did it.

The results were astounding. Out of the group, 84 became millionaires, although some made a million and lost it, a few of them several times. Out of the 84, none of them set out to make money.

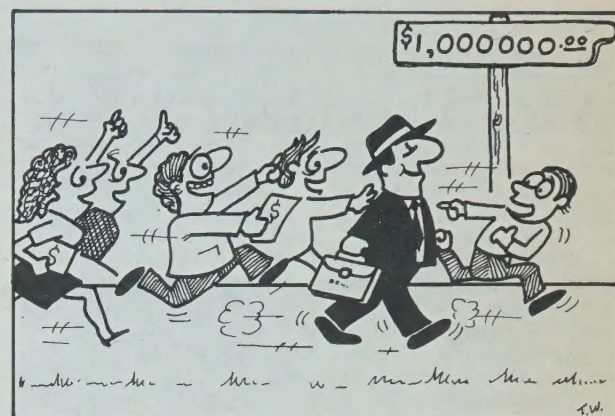
While many of the 1 000 specifically set out to make a million, usually by playing the stock market or some get-rich-quick scheme, none of them even got close! The one common characteristic of those who did become millionaires was that they did professionally what they enjoyed doing, they became very good at it and **made their money incidentally**.

Another key feature of those who made and kept their millions was that they were "low rollers", i.e., they **accumulated**

wealth and did not take risks. They made their money from what they did, not from investing as such.

Investing played a big part after they made their first million or two, at which point the size of the capital demanded more attention, and many of them turned to investing as a major activity. Only then were they successful in parlaying their fortune into a bigger fortune through that route.

(Source: Dow Theory Letters, Inc., P.O. Box 1759, La Jolla, Ca. 92038)



Japanese Small Business Leads in Computerization

A special feature by Douglas Lajeunesse



Rapid advances in information processing technology, coupled with drastic cost reductions in recent years, have made computer processing technology a viable tool for a new class of users, individuals and organizations alike. Micro computer systems, in particular, are now available for a minimum financial investment.

Computerization in small and medium enterprises has been spreading rapidly in Japan. The 1982 Japanese white paper on small business showed that the rate of growth has been particularly high in the past two or three years. A total of 32 percent of all small and medium enterprises were using computers for their office work.

The greater computerization has been due to the increase of office work loads, the resulting increased needs for efficient processing, as well as the appearance of specialized office computers and advances in electronic technology.

The activities that have been computerized in Japan are

principally: sales control 87 percent, inventory control 66 percent, and finance and accounting 50 percent.

Most companies indicated they had found the utilization of computers effective in increasing office processing capacity, facilitating the management of sales, inventory control and in other information areas. Many companies also indicated that they were effective in reducing overtime and otherwise rationalizing labour management and helping to improve their image.

Small business operators represent perhaps the largest group of potential users of information processing. Acquiring the systems can be an important step in improving business operations.

However, certain risks are involved. In recognition of these, managers should plan their acquisitions and applications carefully. It is essential that required support be provided in both the form and time frame in which it is needed.

Management problems must also be overcome, as the installation of computing capabilities is not a substitute for good management. When handled correctly, however, a move to computers can further enhance the efficiency of a well run enterprise.

Difficulties = opportunities

In conclusion, the problems of managing a small business in today's environment are substantial; however, many of these difficulties can be turned into opportunities. Innovative entrepreneurs will use these difficult periods to seize opportunities to improve the efficiency of their operations, to plan and to adapt themselves to the future.

South Africa, the Philippines and the United States.

The conference location is Saint Mary's University and registration if paid before April 30th, 1983, is \$195.00 Cdn. (after May 1st, \$225.00 Cdn.). Further information is available from John Chamard, General Chairman, Saint Mary's University. Telephone: 902-429-9780.

The International Council for Small Business (whose President is currently FBDB's Robert Bilodeau, Director, Marketing, Public Affairs) is holding its Second World Conference in Halifax, June 26-29, 1983. Papers will be delivered on a variety of topics by business leaders from several countries including Australia, the United Kingdom, Taiwan,

FBDB Management Seminars

Two new seminars are now available:

"Motivating Your Personnel" This seminar lasts for three hours and it is hoped that by the end of it, you will:

- understand what motivates personnel;
- know what areas to concentrate on;
- be able to draw up an action plan to motivate yourself and your personnel better.

"A Computer: Is It The Answer?"

By the end of the three-hour seminar you will be able to:

- assess your company's data processing needs;
- draw up a plan to help you decide *when* and *what* to invest, in order to introduce computers into your company.

For more information on these and other FBDB seminars, contact the Management Services Officer at your nearest branch office.

The FBDB calendar of activities and the addresses of your local branch offices can be found in the regional section of PROFITS.

FBDB Joint Seminars

Joint seminars are still going on!

Many associations have approached the Bank to suggest joint seminars. Several projects are under way.

"Exporting Your Product" is being developed in cooperation with the *Canadian Export Association*. This Canada wide seminar should be available in June 1983.

Quebec

"How To Increase Your Profits", a seminar given in cooperation with the *Quebec Professional Association of Cleaners and Launderers*, is available and sessions have already been held in Quebec City, Trois Rivières, Sherbrooke and Montreal. Two other proposals are under study.

Ontario

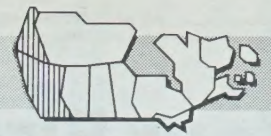
"Advertising and Promotion", which was developed at the request of the *Ontario Electrical League*, is now ready.

Prairies

"Cash Flow", which was developed in cooperation with *VIP Stores Ltd.*, a purchasing consortium for the furniture trade, is now available.

For more information on the joint seminar program, contact: Supervisor, Program Development Joint Seminars Management Services *Federal Business Development Bank* 360 St. James Street, Suite 1600 Montreal, Quebec H2Y 1P5

ICSB Conference in Halifax



message of the Vice-President



It is heartening to see that many forecasters think the current recession is "over" or more correctly, that it has "bottomed out".

The latter term is more correct, firstly because that is what the economists have said — whereas the headline writers used the former term — and secondly because there could be a time lapse of up to six months from the "bottom" until significant improvement is felt throughout our economy.

The bottom of this recession has been so deep that it will be some time before confidence is fully restored, especially in view of the remaining high unemployment level in the province.

Don't save on financial information

What this means to the business owner is that he or she must continue to carefully manage the cash flow of the business over the next year. To do this, one should not economize on the maintenance of accurate financial information even though this might seem an attractive area for "cost saving".

Plan carefully

At the risk of being repetitive, it must be emphasized that careful planning is essential if the business is to benefit from the coming recovery period. I like the following analogy to explain financial planning:

"You should think of your small business as a journey into an unknown area. Financial planning is your itinerary. It is your mile by mile guide to your anticipated destination. It lets you prepare for detours, and anticipates rough roads and tough going. It allows you to know where you should be at various times along the way

and to plan your supplies accordingly".

Innovation 83

I had the privilege recently of attending a conference on "high technology productivity" and taking a guided tour through the future operations of a mythical company called "Innovation Inc". The tour covered four distinct theme areas — "the office of the future", "the new product development department", "the high tech shop floor" and finally "the living environment of tomorrow".

The conference and show, called "Innovation '83", was organized by the National Design Council and the federal department of Industry, Trade and Commerce. Both the conference and show were very well attended and were highly worthwhile in my opinion.

"Adapt or perish"

I think the subject is important to all businesses in our province and territory, because the basic message was that we must "adapt or perish". We have been hearing about the computer age (and high technology) for a number of years, but as a number of speakers have pointed out "the talking about it is over, and the time to enter the computer age is now".

The Computer Revolution

It has been said that by the end of the 1980s very few Canadian businesses which have not taken advantage of the "Computer Revolution" will still be in business. Perhaps this is overly dramatic but it does illustrate the urgency of finding out about the various forms of technology which are available to help us improve the productivity in each of our businesses.

G. B. Ross
Vice-President and
Regional General Manager

A Company Profile — Vortek Industries Ltd.

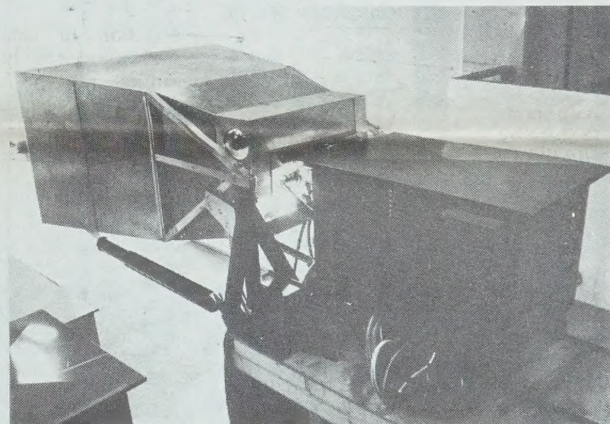
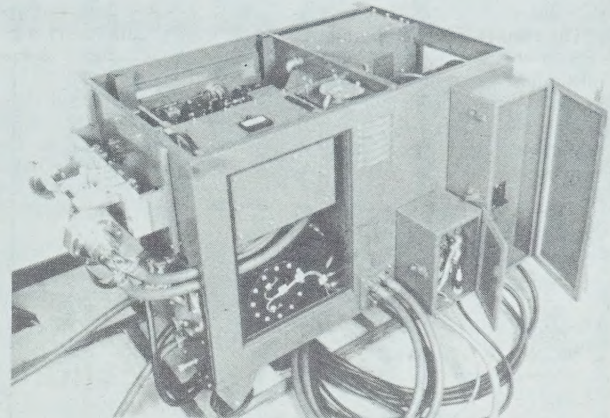
Vortek Industries Ltd. is a small Vancouver company started by four University of British Columbia physicists in 1976. They have developed a computer controlled arc lamp which is about five times more powerful than anything on the market. To put it in perspective, the light produced is roughly equivalent to 4,000 one hundred watt bulbs.

The light is developed by an 8 inch plasma arc encapsulated in a water cooled quartz tube. A spiralling "water wall" is injected between the plasma column and the quartz envelope. The rapidly swirling water coats the inside surface of the tube to keep it cool and clean.

The lamp is now ready for commercial exploitation after some 5 years have been spent perfecting the technology. Commercial uses for the lamp are evolving in four areas:

- As the world's most advanced solar simulator with sales made to NRC and for Italian national solar testing laboratory.
- Eaton Semiconductor of Boston are marketing the lamp as an annealing furnace used in the manufacture of silicon semiconductor chips.
- Interest has been shown in using the lamp as the light source for very powerful lasers.
- The lamp will also be used as a lighting source for large areas which are difficult to illuminate by conventional means. A demonstration project is scheduled for next winter at a dry land log sorting yard at the north end of Vancouver Island.

Vortek could become one of Canada's exciting high technology companies in the years ahead. The FBDB is a minority shareholder in Vortek with our initial involvement beginning in 1977.



SEMINARS

REGISTRATION FORM

COMPANY NAME _____

YOUR NAME _____

ADDRESS _____

_____ POSTAL CODE _____

TELEPHONE NO. BUSINESS _____ RESIDENTIAL _____

SEMINAR # _____ DATE _____ NUMBER OF REGISTRANTS _____

SEMINAR # _____ DATE _____ NUMBER OF REGISTRANTS _____

PLEASE FORWARD TO YOUR NEAREST FBDB BRANCH. THE MANAGEMENT SERVICES OFFICER WILL CONTACT YOU TO CONFIRM REGISTRATION AND FEE.

Seminars

The programme consists of a variety of full-day and half-day seminars (see list below). These seminars are presented through our network of branches. Seminar leaders are employees of the Bank who have received special training in leading group discussions. The programme is subsidized by the Bank so that the fees charged are well within the means of the small business person.

If you wish to attend any of the seminars that the Bank is holding in your area, please contact your nearest FBDB branch.

Seminars available

1. How to Understand Financial Statements (3hrs.)
2. Forecasting for Better Management (3hrs.)
3. Effective Cash Management (3hrs.)
4. Bookkeeping (6hrs.)
5. Financial Analysis (6hrs.)
6. How to Arrange Financing (6hrs.)
7. Surveying your Market (6hrs.)
8. Choosing and Pricing Your Product/Service (3hrs.)
9. Advertising and Promoting Your Retail/Service Business (6hrs.)
10. Retailing (6hrs.)

11. Selecting and Motivating Personnel (6hrs.)
12. How to Start Your Own Business (6hrs.)
13. Increasing Your Profits (6hrs.)
14. Management of Human and Financial Resources (6hrs.)
15. Time Management (3hrs.)
16. Tax Tips For Small Business (3hrs.)
17. Board of Directors for a Small or Medium Sized Business (3hrs.)

This seminar schedule is subject to satisfactory pre-registration levels being obtained.

Séminaires

Le programme consiste en un éventail de séminaires d'une journée ou d'une demi-journée (voir la liste ci-dessous). La Banque offre ces séminaires par l'entremise de son réseau de succursales et l'animation en est confiée à des employés ayant reçu une formation spéciale en animation de groupe. La Banque subventionne ce programme afin d'en rendre l'inscription bien à la portée des gens de la petite entreprise.

Pour participer à un ou à plusieurs des séminaires tenus dans votre région, veuillez communiquer avec la succursale de la BFD la plus proche.

Séminaires disponibles

1. Comment comprendre les états financiers (3h.)
2. Établir des prévisions pour une meilleure gestion (3h.)
3. Mouvements de trésorerie (fonds de roulement) (3h.)
4. La tenue de livres (6h.)
5. L'analyse financière (6h.)
6. Comment obtenir du financement (6h.)
7. L'étude de vote marché (6h.)
8. Le choix et le prix de votre produit/service (3h.)
9. Publicité et promotion de votre commerce de détail (entreprise de services) (6h.)
10. Le commerce de détail (6h.)
11. Sélection et motivation du personnel (6h.)
12. Comment lancer votre propre entreprise (6h.)
13. Comment augmenter vos profits (6h.)
14. Gestion des ressources humaines et financières (6h.)
15. La gestion du temps (3h.)
16. La fiscalité: questions pratiques (3h.)
17. Conseil d'administration pour une PME (3h.)

Tout séminaire peut être annulé si le nombre d'inscriptions est insuffisant.

Schedule/Calendrier

City/Town Ville	Date	Description	Branch Succursale
100 Mile House	Apr. 14	15	Williams Lake
Abbotsford	Apr. 12 Apr. 20 June 13/14 June 22	1 15 9 4	Chilliwack Chilliwack Chilliwack Chilliwack
Burnaby	Apr. 21 Apr. 25/26 May 4 May 16/17 May 19 June 8 June 9 June 16 June 21 July 9 July 19	13 4 7 10 1 15 9 14 6 12 3	Burnaby Burnaby Burnaby Burnaby Burnaby Burnaby Burnaby Burnaby Burnaby Burnaby
Campbell River	May 4	3	Campbell River
Castlegar	Apr. 12/13	5	Cranbrook
Chilliwack	May 2 May 10 May 14	1 4 12	Chilliwack Chilliwack Chilliwack
Coquitlam	Apr. 28 May 3 May 10/11 June 21	4 3 9 13	New Westminster New Westminster New Westminster New Westminster
Courtenay	Apr. 13/14 May 17	12 1	Campbell River Campbell River
Cranbrook	May 10	8	Cranbrook
Creston	Apr. 25	3	Whitehorse
Dawson City	May 3	3	Fort St. John
Dawson Creek	May 17/18	9	Fort St. John
Duncan	June 7	15	Nanaimo
Fort St. John	Apr. 26 May 10/11	2 4	Fort St. John Fort St. John
Grand Forks	May 12	15	Kelowna
Invermere	Apr. 20	5	Cranbrook
Kamloops	Apr. 16 May 4 May 18 June 14	12 15 4 1	Kamloops Kamloops Kamloops Kamloops
Kelowna	May 3/4 June 7	6 2	Kelowna Kelowna
Langley	June 9 June 21	15 4	Langley Langley

City/Town Ville	Date	Description	Branch Succursale
Merritt	Apr. 27	4	Kamloops
Nakusp	Apr. 25	5	Vernon
Nanaimo	Apr. 12 May 31	15 4	Nanaimo Nanaimo
Nelson	May 17	3	Cranbrook
New Westminster	Apr. 26 May 17 May 26 June 11 June 15 July 7	15 8 14 12 1 11	New Westminster New Westminster New Westminster New Westminster New Westminster New Westminster
North Vancouver	Apr. 14 Apr. 20 Apr. 27 Apr. 30 May 7 May 10 May 17 May 31 June 15 July 12/13 Aug. 11	4 1 11 12 15 9 7 5 9 11	North Vancouver North Vancouver North Vancouver North Vancouver North Vancouver North Vancouver North Vancouver North Vancouver North Vancouver North Vancouver
Parksville	Apr. 26/27	9	Nanaimo
Penticton	Apr. 12/13 May 18/19	6 9	Kelowna Kelowna
Port Alberni	May 10	4	Nanaimo
Prieston	Apr. 21	15	Kelowna
Prince George	Apr. 16 Apr. 27 May 11 May 25 May 25 June 20 July 20 Aug. 17	12 2 8 15 11 4 9	Prince George Prince George Prince George Prince George Prince George Prince George Prince George
Prince Rupert	May 5	2	Terrace
Quesnel	May 17	2	Williams Lake
Revelstoke	June 6	1	Vernon
Richmond	Apr. 18/19 Apr. 25/26 May 10 May 12 May 18 June 9	9 12 2 3 15 4	Richmond Richmond Richmond Richmond Richmond Richmond
Smithers	Apr. 14	3	Terrace

City/Town Ville	Date	Description	Branch Succursale
Surrey	Apr. 18/19 Apr. 25/26 May 2/3 May 5 May 9 May 16 May 19 June 13/14	7 11 12 4 1 2 3 9	Langley Langley Langley Langley Langley Langley Langley Langley
Terrace	Apr. 21	1	Terrace
Trail	May 3/4	6	Cranbrook
Vancouver	Apr. 19 Apr. 26 Apr. 28 May 2/3 May 10 May 10 May 16/17 May 26 May 31 June 13/14 June 14 June 16 June 20/21 June 28 July 12 July 12 July 14 July 20 Aug. 8/9 Aug. 10	15 9 5 12 6 4 1 11 16 4 11 3 10 7 15 6 13 7 4 15	Vancouver East Vancouver East Vancouver Vancouver Vancouver Vancouver Vancouver Vancouver East Richmond Richmond Richmond Richmond Vancouver East Vancouver Vancouver East Vancouver Vancouver Vancouver
Vernon	Apr. 13 Apr. 11 May 11 May 25	4 1 5 5	Vernon Vernon Vernon Vernon
Victoria	Apr. 13 Apr. 20 May 4/5 May 11 May 18/19 June 8 June 15 Aug. 24	4 2 9 3 13 11 15 4	Victoria Victoria Victoria Victoria Victoria Victoria Victoria Victoria
Whitehorse	Apr. 19 Apr. 23	10 4	Whitehorse Whitehorse
Williams Lake	Apr. 13 May 18	9 2	Williams Lake Williams Lake

SMALL BUSINESS NEWS

A publication of FBDB
Management Services

SPRING 1983

Advisory group offers guidelines for advertisers

Advertising may be one of the least understood expenses in business today. It is virtually impossible to measure its *total* impact on either a product's success or a company's. The advertising budget always appears to have the most fat when management sharpens their pencils at budget review time. But can businesses afford to cut advertising? Judicious trimming here and there may be warranted, but business owners should be cautious of completely eliminating an ongoing campaign. Few businesses can afford to have products or services disappear from the consumers' minds while waiting for economic recovery.

Advertising Advisory Board

Recently the NEWS interviewed Suzanne Keeler, Director, Public Affairs, of the Advertising Advisory Board of the Canadian Advertising Foundation. In response to corporate cutbacks in advertising, she quoted some findings of the Laboratory of

Advertising Performance published by McGraw Hill Research: "Industrial companies that maintained or increased their advertising expenditure during the 1974-1975 recession enjoyed higher sales growth than those that cut advertising." This trend continued for the following three years as well.

Although today's recession is far more severe than the one of 74-75, Mrs. Keeler is convinced that the same corollary will apply at the end of this downturn. "All businesses, especially small and medium sized ones, must keep their name in front of their customers," she says.

The Canadian Advertising Foundation practices what it preaches. "We have launched campaigns on behalf of the advertising community to increase consumer awareness on the importance of advertising and to encourage advertisers to continue their publicity and promotion."

"Shrinkage controls improve profitability," says CASE counsellor

Shrinkage, in very simple terms, is the difference between your actual inventory and your book inventory. The Retail Council of Canada, in a 1982 *Shrinkage Survey of Canadian Retailers*, refers to it as "the mysterious disappearance of merchandise or cash." Shrinkage can be a result of poor record-keeping and sloppy management practices, but the primary sources of shrinkage for retailers are shoplifting and internal theft.

Shrinkage is a significant factor for today's business owner. Shrinkage in retail stores approaches 2 percent of sales, depending on the type of business. But that cost of 2 percent generally leads to other costs such as increased security, special training for

employees, and longer hours for the owner. Controlling shrinkage can make the difference between a marginal business and a successful one.

The NEWS interviewed two former retailers who are now working with the Bank's CASE program (Counselling Assistance to Small Enterprises). Co-ordinator Harry Martin (North Vancouver) and counsellor Harley Henry (Vancouver) have extensive experience in all aspects of the retailing business.

"Unfortunately, you can't eliminate shrinkage," says Harley Henry, who owned a chain of ladies-wear stores and who was a retailer for 45 years. "It must be built into your budget as a cost like everything else. Obviously,

This campaign was an initiative of the Advertising Advisory Board, which is responsible for a variety of programs designed to promote a better understanding of advertising and respond to issues affecting the entire industry. The other arm of the Foundation, the Advertising Standards Council, is responsible for monitoring advertising practices and creating guidelines for the industry.

Avoiding stereotypes

The Advertising Advisory Board prepares submissions and interacts with governments on behalf of the advertising industry. "One of our major activities over the last couple of years has been our contribution to the 'Task Force on Sex-Role Stereotyping in the Broadcast Media.' The report of the Task Force made recommendations to both industry and government. As part of the industry response, the Advertising Advisory Board agreed to set up a special Advisory Committee on Sex-Role Stereotyping. The Committee's mandate is divided into three main areas:

- 1) conduct an ongoing information program to sensitize industry associations and groups to the situation.
- 2) supervise public attitude research on sex-role stereotyping.
- 3) monitor complaints from the public and encourage advertisers and agencies to seek advice on any creative concepts that they feel may conflict with the guidelines of the Task Force report.

"Many small advertisers aren't aware of how certain representations can be viewed as sex-role stereotypes," says Keeler. "No advertiser sets out to purposely offend anyone, so the guidelines should be in the self-interest of all concerned. If a small business was concerned about its advertising in this regard, we could review the material and offer our opinion and suggestions. The guidelines established by the Task Force will be in place until the fall of 1984 when a review is scheduled."

Avoiding sex-role stereotypes is only one of several keys to a successful advertising campaign. The Advertising Standards Council administers a

Code of Advertising Standards which has been established to maintain honesty, truth, accuracy, and fairness in the marketplace.

Sources of information

A brochure is available explaining the Code of Standards in detail. "Many small and medium-sized businesses that handle their own advertising would probably find this brochure very informative. But a small business that does a fair amount of advertising," says Keeler, "should consider hiring the services of a professional." Professionals can suggest alternatives that may have never been considered. Different media and approaches achieve different results, and by discussing objectives with an expert, the independent owner/manager may be able to develop a more effective and cost-efficient advertising program. Also, there are numerous other sources of information and advice for the smaller advertiser.

"Community newspapers are sadly overlooked as an excellent advertising vehicle by both local businesses and national advertisers. The Canadian Community Newspaper Association can offer assistance to advertisers wishing to undertake a large campaign. Local newspapers and printing shops often offer in-house graphic services for smaller clients, and many advertising agencies specialize in servicing small accounts."

Seek the advice of others when planning your publicity and promotion, and always listen to your customers' complaints and compliments. Your advertising campaign is an extension of you and your business; it's important to spend your money wisely.

If you would like your own copy of the *Canadian Code of Advertising Standards* or more information about the services of the Canadian Advertising Foundation, contact the following:

Advertising Advisory Board
Suite 305
1240 Bay Street
Toronto, Ontario
M5R 2A7

received must be checked and then verified with the requisition. Cash should never be used for major transactions and all invoices should go through to another person who must authorize payment," cautions Martin. "This eliminates the possibility of one employee having complete control over a transaction.

"If your company does a lot of shipping it is important to ensure that the correct quantities are shipped and that goods around the shipping dock are strictly controlled." Mysterious disappearances of merchandise or shipping more than what was ordered can have a severe effect on your gross profit.

continued on SBN 2

CASE Help

continued from SBN 1

Attributing shrinkage to a specific area is often a difficult task. Most business owners would prefer to think that their staff was basically honest, therefore, they tend to attribute merchandise losses to shoplifting rather than consider internal theft.

Shoplifting theft depends a great deal upon the nature of merchandise carried by the store. For example, the Retail Council's study indicated that shoe stores experienced very low shrinkage while pharmacies' statistics were very high. "The product's portability, desirability, and value are key factors in its appeal to shoplifters," says Martin. "The recent trend towards self-service has led to increased opportunities for shoplifters as well. Floor control by employees is reduced as customers are encouraged to select and compare products on their own."

Shoplifting deterrents

The best deterrent to shoplifters is an alert staff and a well-designed floor plan. Shopping mall stores with wide-open store fronts and busy pedestrian traffic are perhaps the most difficult to watch. Train your staff on what to look for and keep them attentive to customers' needs without making the customers uncomfortable. Genuine customers will thank you for the courteous attention, while potential shoplifters will feel they are being watched and will quickly leave the store.

"Talking with other store owners is often the best way to identify shoplifters," says Henry. "A professional shoplifter will not pick on one store alone, so if you think a shoplifter has been in your store, then tell your neighbour."

"There are two types of shoplifters: 20 percent are professionals who account for 80 percent of the merchandise stolen, and 80 percent are one-time offenders who account for 20 percent of the losses. But the store owner has to watch for both. Although a lot depends on location, for example a small town shop vs a boutique in a shopping mall, the small retailer doesn't generally get the professional shoplifter. The small retail shop is usually a small enclosed space with limited access — not an ideal situation for shoplifting."

"The professional is usually in and out very quickly," continues Martin. "They know what they want, where it is, and how they are going to conceal the item and get it out. Once they have the item, they are gone. The amateur, on the other hand, is hesitant, nervous, and always looking around. Even after pocketing an item, the amateur may continue to walk around the store, trying not to look suspicious."

Some of these amateur shoplifters are kids doing it on a dare or "for kicks" while others may be time-pressured businesspeople or average customers who are annoyed at bad service or long lineups.

"Store layout is another strong deterrent. First, the store should be designed so there aren't any major obstructions such as high racks that a shoplifter can hide behind while trying to conceal something. Keep central racks and display areas at a low level so that you can scan the store from your vantage point."

This vantage point is extremely important in a store with limited staff. "The location of your cash register and your wrap table must be in an area where you can watch everything that is going on," says Henry. "If it's close to the door it will be harder for shoplifters to walk out unnoticed. You also must enforce fitting-room controls. Make sure the customer comes out of the fitting-room with the same items that were taken in."

Even though most police forces don't feel that retailers prosecute shoplifters often enough, you must be very cautious in accusing someone. You must catch the thief outside the store, and the person who witnessed the theft should be the one to make the arrest. If you attempt to apprehend shoplifters inside the store they can always claim that they intended to pay for the item or were about to put it back. If you spot someone concealing something, don't take your eyes off

"Shrinkage will always occur, but you can reduce the opportunities"

them; if the shoplifter removes all the identifying labels, it is very difficult to prove that the item (unless it is exclusive) originated in your store.

Some professional shoplifters will even be brazen enough to bring the items back for a full cash refund, making your losses more serious than they were.

Prosecute any professional shoplifters whom you catch, agree both Martin and Henry, but be careful of putting up threatening signs and not living up to the threats.

"If you catch youngsters shoplifting, who are probably doing it for kicks, then one technique is to reprimand them in your store in front of their parents." A good scare will often deter them from doing it again, but you can also use the opportunity to explain the impact of shoplifting on a store like yours. It is unlikely that a youngster stealing a tube of lipstick or a hockey puck understands the cumulative effect of shoplifting on the profitability of small retail businesses.

Shrinkage expressed as percentage of sales

Store Type	Under .75%	.75 to 1.40%	1.41 to 1.99%	2.0 to 2.99%	Over 3.0%
All Stores	23.8	29.5	19.0	18.1	9.5
All Clothing Stores	25.0	29.2	29.2	16.7	0.0
Family Clothing	0.0	33.3	44.3	22.2	0.0
Men's Wear	20.0	60.0	20.0	0.0	0.0
Women's Wear	45.5	18.2	18.2	18.2	0.0
Dept. & Gen. Merch.	5.3	26.3	31.6	31.6	5.3
Pharmacies	0.0	0.0	40.0	20.0	40.0
Shoe Stores	47.4	36.8	10.5	5.3	0.0
Supermarkets	14.3	57.1	14.3	14.3	0.0
Toy Stores	0.0	71.4	14.3	0.0	14.3
Miscellaneous	30.8	19.2	3.8	23.1	23.1

reprinted courtesy of 1982 Shrinkage Survey, Retail Council of Canada

SHRINKAGE PERCENTAGES BY VARIOUS RETAIL STORE TYPES

Most business owners attribute loss of merchandise to shoplifters, however, the clever and dishonest employee can be a huge liability to your firm. If you find cash irregularities or a higher incidence of missing merchandise when a certain employee is working, then you should investigate. Employees have ample opportunities to smuggle portable merchandise or materials out of the store. A dishonest employee may not only be interested in merchandise but also in tools and supplies.

Internal theft possibilities

"One fundamental in reducing employee theft is to let the staff know that you are aware of the opportunities that exist," says Martin. "You can't eliminate all the opportunities, so it's a good idea to let them know you're not blind to the possibilities."

"The biggest and most expensive area of opportunity and availability is probably cash," says Henry. "Taking money out of the 'till' is easy, but it's also easy to catch when the daily balance is prepared. Dishonest employees are usually more devious."

"False returns are an area to look for," adds Martin. "An employee can easily record a false merchandise return, then pocket the money that has been taken out of the cash to pay for merchandise that has presumably been put back into stock. This is why two people should be responsible for returns and other situations such as 'voids' where an item was incorrectly registered. Clearing a 'void' should be done in front of the customer, otherwise a legitimate transaction could be falsely cancelled from the register tape. Check the number of times 'No-Sale' has been punched up; if it is too frequent there may be a problem. Make sure every sale is recorded, insist that the cash drawer always be closed and, if possible, have one employee responsible for the cash register."

"The cash should be balanced every day, and if a cash float is left for the next day it should be verified occasionally. Sometimes I would arrive in the store unexpectedly and ask for a cash balance in the middle of

the day," says Henry. "This keeps everyone on their toes. Also, in stores that offer employees discounts on merchandise it is important to ensure that they can't record their own transactions. This should apply whether the employee wants to make a purchase or simply make change. There's no system which is flawless, but you can reduce the opportunities. The majority of employees are honest and hard working and if they suspect a fellow-employee is cheating the company, the news will get back to you somehow."

Shrinkage can very easily go undetected until an inventory count. Unless you are experiencing consistent cash shortages or you see a full rack of leather coats suddenly missing, you may never suspect that shrinkage may be a problem in your business. But can your business afford to give away 2 percent of its sales?

Both Harry Martin, Co-ordinator in the North Vancouver CASE office, and Harley Henry, CASE Counsellor from Vancouver, are firm in their belief that small business owners must be aware of shrinkage. Identifying potential loss areas and taking action to detect shortages are the first steps in a successful shrinkage control program.

Small Business News, formerly a separate publication of FBDB Management Services, will now be a regular supplement in **Profits**.

The objective of the "News" is to provide information and advice to small businesses across Canada. We value letters from our readers and we encourage your comments and suggestions which will assist us in continuing to meet your needs and expectations:

The Editor
Small Business News
Federal Business Development Bank
P.O. Box 6021, Station A
Montreal, Que.
H3C 3C3

hesitant, nerveux, il jette des coups d'œil autour de lui. Même après s'être emparé de l'article, il continue souvent de se promener dans le magasin pour ne pas éveiller les soupçons.»

Dans cette dernière catégorie se rangent les enfants qui voient «pour s'amuser»; il peut s'agir aussi de gens pressés ou de clients fatigués de la longueur du service ou des files d'attente.

«La disposition des lieux joue aussi

employés.
veillez de votre place.»

«mêmes.»

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Certains voleurs professionnels

« Si vous arrêtez de jeunes enfants,

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10/interne

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« car vous n'êtes pas aveugle. »

«L'absence de retour de marchandise».

une opération valide. Contrôlez la fré-

par le Conseil canadien du commerce de détail

Procédez parfois à des vérifications à l'improviste, explique M. Henry.

nalhon- tarderez pas à le savoir.»

fermement convaincus que les pro-

letín distinct publié par les Services

qui nous aideront à continuer de

ISSN 0708-6147

Advertised Visits

Periodically, Bank officers visit business centres far from the branch to offer the Bank's services to the business community. Please contact your local newspapers or your nearest FBDB branch for dates and locations.

Visites annoncées

Des agents de la banque se rendent périodiquement dans les centres d'affaires éloignés des succursales pour offrir les services de la banque. Veuillez communiquer avec les journaux de votre région ou la succursale de la BFD la plus proche pour obtenir les dates et les endroits de ces visites.

Schedule/Calendrier

City/Town Ville	Date	Meeting Place Lieu de réunion	Branch Succursale
100 Mile House	Apr. 13, 27; May 11, 25; June 8, 22	Red Coach Inn	Williams Lake
Ashcroft	Apr. 28 June 2	Red Coach Inn 374-2121 (collect) for appointment	Williams Lake Kamloops
Barriere	Apr. 21, 22 May 26, 27	Alpine Motel, Valemount or 374-2121 (collect) for appointment	Kamloops Kamloops
Bella Coola	May 31	Cedar Inn	Williams Lake
Blue River	Apr. 21, 22 May 26, 27	Alpine Motel, Valemount or 374-2121 (collect) for appointment	Kamloops Kamloops
Boston Bar	Apr. 21; May 19	The Charles Hotel	Chilliwack
Burns Lake	Apr. 13; 14; May 4, 5, 25, 26 June 15, 16	Burns Lake Motor Inn Burns Lake Motor Inn	Prince George Prince George
Catche Creek	Apr. 28 June 2	374-2121 (collect) for appointment	Kamloops Kamloops
Castlegar	Apr. 20, June 15	Monte Carlo Motel	Cranbrook
Chase	Apr. 12 May 31	374-2121 (collect) for appointment	Kamloops Kamloops
Chelwynd	Apr. 6, 27; May 18, June 8, 29	Pine Cone Motor Inn	Fort St. John
Clearwater	Apr. 21, 22 May 26, 27	Alpine Motel, Valemount or 374-2121 (collect) for appointment	Kamloops Kamloops
Clinton	Apr. 28 June 2	374-2121 (collect) for appointment	Kamloops Kamloops
Colwood	Apr. 5 May 3 June 7	388-0161 (collect) for appointment	Victoria Victoria Victoria
Creston	May 18	Downtowner Motel	Cranbrook
Dawson City	May 4	Triple J Cabins	Whitehorse
Dawson Creek	Apr. 21, 22 May 26, 27	George Dawson Motor Inn	Fort St. John
Esquimalt	Apr. 13 May 11 June 15	388-0161 (collect) for appointment	Victoria Victoria Victoria
Faro	June 1	Faro Hotel	Whitehorse
Ferne	Apr. 7; June 2	Cedar Lodge	Cranbrook
Fort Nelson	Apr. 19; May 31	Polar Inn	Fort St. John
Golden	Apr. 28, May 26; June 23	Golden Rim Motor Inn	Cranbrook
Grand Forks	Apr. 20; May 18, 31; June 22	(604) 762-2035	Kelowna
Hope	Apr. 14; May 12	The Colonial 900 Motel	Chilliwack
Invermere	May 27	Lee Jay Motel	Cranbrook
Kimberley	Apr. 6; May 4; June 1	Bavarian Society Office	Cranbrook
Kittimat	Apr. 5 May 18	The Chalet	Terrace
Langford	Apr. 5 May 3 June 7	388-0161 (collect) for appointment	Victoria Victoria Victoria
Lillooet	May 2, 3 June 13, 14	Mile-O Motel, Lillooet or 374-2121 (collect) for appointment	Kamloops Kamloops
Logan Lake	Apr. 8 May 13 June 17	374-2121 (collect) for appointment	Kamloops Kamloops Kamloops
Lytton	May 2, 3 June 13, 14	Mile-O Motel, Lillooet or 374-2121 (collect) for appointment	Kamloops Kamloops

City/Town Ville	Date	Meeting Place Lieu de réunion	Branch Succursale
Mackenzie	Apr. 8 June 10	Plainsman Motor Inn Plainsman Motor Inn	Prince George Prince George
McBride	May 13	Sundman Inn	Prince George
Merritt	Apr. 8 May 13; June 17 May 13; June 12; June 9	374-2121 (collect) for appointment Vila Motel	Kamloops Kamloops
Nelson	Apr. 14; May 12; June 23	(604) 762-2035	Cranbrook
Oliver	Apr. 21; June 23	(604) 762-2035	Kelowna
Osoyoos	Apr. 21; June 23	(604) 762-2035	Kelowna
Parksville	Apr. 7, 21; May 5, 19 June 2, 16	753-2471 (collect) for appointment	Nanaimo Nanaimo

**Regional office/
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(604) 687 1300

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Courtenay 318A Duncan Avenue Courtenay, B.C. V9N 2M5 (604) 338 9245	Maple Ridge 2231 — 195th Ave. Maple Ridge, B.C. V2X 2Z3 (604) 467 4011	Whitehorse 4548 Leduc Ave. Whitehorse, Y.T. Y1A 1Z4 (403) 668 4030	Yukon #240 — 204 Lambert St. Whitehorse, Y.T. Y1A 1Z4 (403) 668 4030

British Columbia and Yukon Region Région de la Colombie-Britannique et du Yukon



message du vice-président



Il est rassurant de constater de nombreux pronostics que nous pensent que la récession actuelle est « terminée » ou, plus correctement, qu'elle a « touché le fond ».

La dernière expression est « technologie » et de faire une visite guidée d'une société innovatrice appelée « Innovation Inc. ». Cette visite comprenait quatre thèmes: « le bureau de l'avenir », « le service de mise au point des nouveaux produits », « l'atelier de haute technologie » et enfin, « le milieu de vie de demain ».

La conférence et l'exposition, intitulées « Innovation 83 », étaient organisées par le Conseil national de l'esthétique industrielle et le ministère fédéral de l'Industrie et du Commerce. La conférence et l'exposition ont reçu beaucoup de visiteurs et étaient des plus intéressantes.

Je pense que le sujet est important pour toutes les entreprises de notre province et de notre territoire, car le message fondamental était que nous devons « nous adapter ou périr ». Nous entendons parler de l'âge de l'informatic (et de la haute technologie) depuis un certain nombre d'années mais, comme l'ont souligné certains, le moment est venu de passer des paroles aux actes.

La révolution de l'informatic

On a dit que, d'ici la fin des années 80, seul un très petit nombre d'entreprises canadiennes qui n'auront pas profité de la « révolution de l'informatic » resteront en affaires. L'affirmation est peut-être exagérée; il n'en demeure pas moins qu'il est urgent de prendre connaissance des diverses formes de la technologie qui peuvent nous aider à améliorer la productivité de chacune de nos entreprises.

Le vice-président régional et directeur général G. B. Ross

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Vortek Industries Ltd. est une petite entreprise de Vancouver lancée en 1976 par quatre physiciens de l'Université of British Columbia. Ils ont mis au point une lampe à arc contrôlée par ordinateur, qui est environ cinq fois plus puissante que toutes les lampes actuellement sur le marché. En fait, la lumière qu'elle produit équivaut approximativement à celle fournie par 4 000 ampoules de cent watts.

La lumière est produite par un arc de plasma de huit pouces placé à l'intérieur d'un tube de quartz refroidi par eau. Un « jet d'eau » tourbillonnant est injecté entre la colonne de plasma et l'enveloppe de quartz. L'eau tourbillonnante recouvre la surface interne du tube, le refroidissant et le garde propre.

Après cinq ans de préparation, la lampe est maintenant prête à être lancée sur le marché. Cette lampe sera exploitée commercialement dans quatre domaines différents:

a. Elle a déjà été vendue au NRC et au laboratoire national italien d'essais sur l'énergie solaire, qui l'utiliseront comme le simulateur solaire le plus perfectionné du monde.

b. L'entreprise Eaton Semiconductors de Boston commercialise la lampe comme un four à recuire utilisé dans la fabrication de microplaquettes semi-conductrices en silicium.

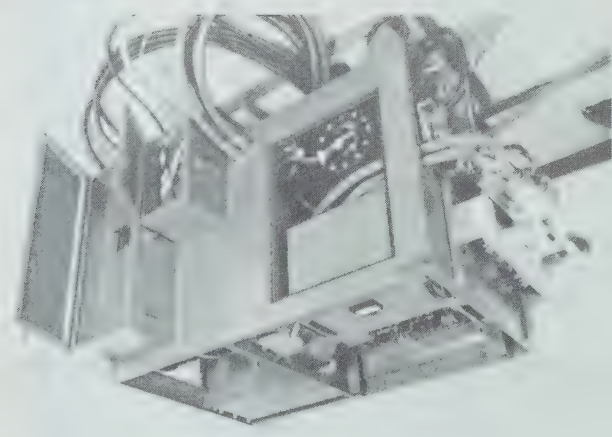
c. On envisage d'utiliser la lampe comme source de lumière pour des lasers très puissants.

d. La lampe sera également employée comme source d'éclairage pour de grands espaces qu'il est difficile d'éclairer avec les moyens conventionnels. Une démonstration est prévue pour l'hiver prochain dans un terrain de triage de bois situé à l'extrémité nord de l'île de Vancouver.

SÉMINAIRES

FORMULE DE PARTICIPATION

D'ici quelques années, Vortek pourrait devenir l'une des entreprises de technologie la plus dynamique au Canada. Depuis 1977, la BFD est un actionnaire minoritaire de cette entreprise.



Un profil d'entreprise Vortek Industries Ltd.

EXTRAORDINAIRE Un placement de capital de risque de la BFD

PROFIT

Dion: Ce n'est pas une question de survie, mais d'expansion.

PROFIT: Ou en êtes-vous, aujourd'hui?

Dion: Le bénéfice net de 1982 s'élève à plus de 100 000\$, soit un rendement de 25% sur le capital. Notre personnel est passé de 5 à 23 en 15 mois.

Nous avons manufacturé et vendu environ 25 systèmes en 1981, 100 en 1982 et comptons dépasser les 200 en 1983. De plus, les systèmes de haut de gamme multi-postes à prix élevé représentent une proportion grandissante de nos commandes en carnet; ce qui devrait tripler notre chiffre d'affaires, tout en maintenant la marge bénéficiaire.

PROFIT: Comment commercialisez-vous vos produits?

Dion: Afin de concentrer nos efforts sur la technologie, nous confions la vente à des distributeurs spécialisés dans des marchés verticaux, des niches bien définies:

1. Micro Personnel, pour les courtiers d'assurances;
2. Micro Concept, pour l'immeuble;
3. Micro Intégration, pour les comptables agréés;
4. Jolidata, pour la construction;
5. Une nouvelle société de distribution.

Une nouvelle société de distribution qui s'adressera aux cliniques médicales et dentaires.

Nous avons même confié à Datarforce, une division du Groupe des communications informatiques de Bell Canada, tout le territoire desservi par l'ordinateur d'un rayon de 100 km de Montréal, où nous conservons cette fonction.

De même, nous avons laissé à la concurrence le marché du micro-ordinateur personnel, où les besoins de capital sont trop grands. Nous préférons l'ordinateur de petite entreprise, genre IBM 23.

PROFIT: À plus long terme, qu'est-ce que la BFD a fait pour vous?

Dion: Notre capital accru nous a permis d'envahir d'autres marchés. Nous venons de rencontrer des dirigeants de deux multinationales européennes qui forment le marché nord-américain. Il y a un contrat potentiel de 3 000 petits ordinateurs au cours des prochains 18 mois.

1. Une mise de fonds de 50 000\$ d'un des clients de la Compagnie;

2. Un prêt de 50 000\$ de la Société de développement industriel (SDI);

3. Une augmentation substantielle de la marge de crédit bancaire.

Dion: Bien que minime à l'origine, l'apport de la BFD a tout changé et m'a permis de croître plus rapidement.

PROFIT: Comment trouvez-vous la présence de la BFD?

Dion: Discrète et constructive.



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capital-actions et consent une mise totale de 50 000\$.

Grâce à une formule simple, le contrat prévoit le rajustement du placement de la BFD aux résultats réels de la Compagnie.

PROFIT: Combien d'argent avez-vous investi vous-même, depuis le début?

Dion: De 75 000 à 100 000\$ directement. De plus, si l'on considère que je ne suis versé que peu de salaire les trois premières années, mon investissement atteint les 125 000 à 150 000\$. J'ai aussi un associé, François Vignola, qui s'est joint à moi en décembre 1980 avec 40 000\$.

PROFIT: Qu'est-ce qui vous a amené à la BFD?

Dion: La technologie de pointe rattrape l'imaginaire de l'investisseur jusqu'au moment où il faut signer un contrat. C'est que beaucoup y ont laissé leur peau.

Ainsi, à l'automne de 1981, il y avait déjà un an que je recherchais du capital. Les exigences des bailleurs de fonds électronique, conçue en remplacement d'une plaquette originale, non seulement reste compatible avec l'équipement conventionnel mais solutionne 99% des problèmes. Le besoin de réparation tombe de peut-être cinq fois par mois à moins d'une fois par an. Le remplacement de l'équipement original retarde de neuf mois la recherche de nouveaux clients.

PROFIT: Pourriez-vous élargir sur l'aspect compatible?

Dion: Nous sommes passés des disquettes de 5" à celles de 8" et les disques rigides sont maintenant disponibles sur tous nos modèles. Tous ces supports magnétiques sont compatibles entre eux. Les logiciels sont aussi compatibles d'un système à l'autre et, quand l'expansion s'impose, l'équipement est augmenté plutôt que changé, contrairement aux systèmes des concurrents.

PROFIT: Quand le besoin de fonds supplémentaires s'est-il fait sentir?

Dion: En 1980, pour aller de l'avant, je décide de concentrer tous mes efforts sur le design et la fabrication des équipements. Mais l'usage de distributeurs rogne les marges bénéficiaires. Le besoin de capital

PROFIT: Mais on ne va pas bien loin avec 50 000\$?

Dion: Peut-être, mais ces 50 000\$ de la BFD ont un effet synergique; ils nous ouvrent des portes. Grâce à l'effet sécurisant de la présence de la BFD, nous obtenons du même coup:

PROFIT: Quels sont les termes du financement de la BFD?

Dion: La BFD achète du trésor de la Compagnie 15% du coup:



PROFIT: Etes-vous satisfait des termes de la BFD?

Dion: Les termes de la BFD sont raisonnables. Les projections de la BFD étant moins optimistes que les nôtres, nous avons dû céder à leur conservatisme, avec l'intention de renégocier plus tard. Heureusement, ce sont nos prévisions qui se sont réalisées. Déjà, nous songeons à racheter nos actions de la BFD ou à négocier un financement plus important dès novembre.

PROFIT: Auriez-vous pu survivre sans la BFD?

Dion: Non, pas à court terme. Mais à long terme, peut-être.

PROFIT: À plus long terme, qu'est-ce que la BFD a fait pour vous?

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Et les taux d'intérêt?

L'économie

Votre plan de relance

Editorial

Tout plan, quel qu'il soit, vaut mieux que pas de plan du tout — dit le vieil adage.

Pourtant, parce qu'il est si difficile pour quiconque de s'arrêter et envisager l'avenir, la planification est trop souvent remise à un lendemain qui ne vient jamais.

On dit de nombreuses personnes qu'elles ont de la chance de s'être trouvées au bon endroit au bon moment. En réalité, ce qu'on appelle chance est plutôt le don de flairer et de saisir rapidement l'occasion, ce qui présuppose une préparation soignée en ce sens.

Pourquoi établir un plan de relance? Tout simplement pour faire le point, sortir de l'ornière de la récession et développer un peu d'ambition. Un plan détaillé est un rampeau moyen de savoir, en tout temps, où l'on se situe par rapport aux objectifs fixés au départ.

Où commencer? Pourquoi ne pas essayer de déterminer quels facteurs ont jusqu'ici rendu votre entreprise prospère ou anémique?

Quels biens et services sont les plus en demande? Dans quelle mesure ont-ils été rentables? Quelle est l'importance de leur marché? Seront-ils appropriés aux besoins des temps nouveaux?

— Qu'est-ce qui a rendu mon entreprise concurrentielle? les prix? la qualité? le service? l'emplacement? une publicité attirante? la confiance qu'elle inspire?

Un plan de relance devrait porter sur trois ans. Trop long? Non, on peut toujours le rectifier en cours de route. Il renseigne le propriétaire et le dirigeant d'entreprise sur les besoins à satisfaire aux chapitres du financement, du personnel, des locaux, etc.

Un plan de relance peut aussi être le prolongement d'un programme déjà en cours, avec le souci additionnel de tirer le maximum d'une reprise économique après une période de récession. Il sera axé sur la croissance.

Une reprise créera des possibilités de croissance. Comment poursuivra-t-on la croissance? Avec de nouveaux produits? un plus grand nombre de vendeurs? une publicité intensifiée? des locaux agrandis? un nouvel emplacement? Les réponses à ces questions serviront à orienter votre plan de relance.

Il peut être aussi vital de planifier sa relance en période de recession. Tout plan vaut certes mieux que pas de plan du tout — et c'est peu dire.

Les programmes des gouvernements sont pour vous aussi!

Avez-vous parfois l'impression que les programmes gouvernementaux vous passent sous le nez? que vous ratez quelque chose? C'est bien possible.

Nous entendons beaucoup parler de programmes gouvernementaux, mais prétions-nous l'oreille? Pas suffisamment. Ces programmes semblent habituellement s'adresser aux plus gros ou aux plus petits — jamais à la bonne personne, c'est-à-dire vous ou moi. Et pourtant, c'est très souvent à nous qu'ils sont destinés.

Une autre idée fausse qu'on se fait des programmes gouvernementaux, c'est qu'ils sont alourdis par la machine administrative, qu'il faut des heures pour remplir les formulaires et des siècles pour voir des résultats. Pas toujours. Certains ministères, organismes et sociétés d'Etat peuvent bouger vite — vous seriez étonnés.

Une parcelle du pactole vous reviendrait-elle?

Comme l'indique le graphique, les taux d'intérêt canadiens sont liés aux taux américains. Les taux canadiens ont maintenu un écart presque constant, bien que léger, au-dessus des taux américains depuis le milieu de 1981.

Comme il n'y a aucune raison de penser que cette relation soit à la veille de cesser, on peut supposer que ce qui se produira aux Etats-Unis déterminera en grande partie l'évolution future des taux d'intérêt au Canada.

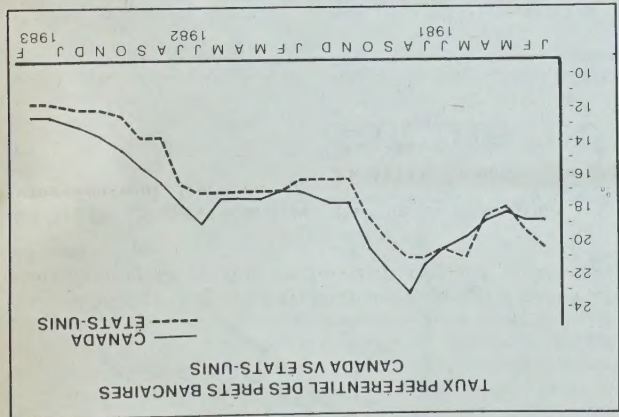
Arguments en faveur d'une augmentation

Dans l'autre camp, on présente une diminution des taux d'intérêt au cours des quelques prochains mois pour les raisons suivantes. Les Américains épargnent une plus grande partie de leur revenu et, par conséquent, le déficit des Etats-Unis pourrait être facilement financé sans pression à la hausse sur les taux d'intérêt.

Arguments en faveur d'une baisse

Certains des tenants de cette thèse regardent aussi le graphique ci-dessus et formulent l'hypothèse que les taux d'intérêt touchent probablement le fond et devraient donc se raffermir au cours des quelques mois à venir.

Certains des tenants de cette thèse regardent aussi le graphique ci-dessus et formulent l'hypothèse que les taux d'intérêt touchent probablement le fond et devraient donc se raffermir au cours des quelques mois à venir.



Effectivement, s'il existe les autres. Avec toute cette plus d'argent à prêter vu l'accroissement de l'épargne, le loyer de cet argent ne devrait pas augmenter. (Alors qu'une augmentation de l'épargne a célèbre Henry Kaufman, qu'on appelle parfois le guru des taux d'intérêt, s'est trompé dans ses prévisions l'an dernier. Il avait annoncé que ceux-ci atteindraient les 25 à 30% avant la fin de 1982, ce qui ne s'est jamais produit.

M. Kaufman a déclaré en janvier que les taux d'intérêt à long terme aux Etats-Unis descendraient sous les 10% et que les taux à court terme tomberaient sous les 7%, dans un climat d'instabilité. Il n'a pas précisé quand ces baisses se produiraient.

Quant aux taux d'intérêt et port entre les taux d'intérêt et l'inflation. Les taux d'intérêt, qui sont de 3 à 4% supérieurs au taux d'inflation, suivent habituellement ce dernier. La différence entre les deux taux est actuellement d'environ 6%. Comme l'inflation diminue (la baisse des prix du pétrole contribue à cette tendance), les baisses des prix du pétrole contribuent à cette tendance), les taux d'intérêt devraient aussi fléchir au cours des quelques mois à venir.

Un autre facteur est le rapport entre les taux d'intérêt et l'inflation. Les experts ne semblent pas le savoir plus que nous ne le sommes. Les variations pour les taux actuels.

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ISSN-0711-0316 Transmag Inc.

PROFIT\$ est publié par: La Banque fédérale de développement, Casier postal 6021, Station A, Montréal (Québec) H3C 3C3 Tél.: (514) 283-2749



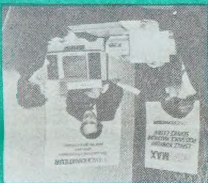
CASE vous aidera à préparer votre plan de relance

Banque fédérale de développement

Profits

La petite entreprise est notre affaire

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CASE
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«Il peut être aussi vital de planifier sa relance en période de renouveau que de planifier sa survie en période de recession.» — Editorial de PROFIT\$, page 2.

La Banque fédérale de développement (BFD) coordonne les activités de 1 600 conseillers indépendants au Canada. Ce sont des retraités qui ont été eux-mêmes propriétaires de PME ou administrateurs d'entreprises des plus variées. Le programme CASE, i.e. *Consultation au service des entreprises*, a rempli plus de 12 000 missions au cours des années.

Quoque les conseillers CASE soient plus habituellement identifiés avec la solution de problèmes, il faut se rappeler que le programme n'a pas été mis sur pied uniquement pour venir en aide aux entreprises en difficulté. Si on lui en donne la chance, i.e. si on l'appelle avant que les problèmes ne se manifestent ou, encore mieux, au stade de la planification, le conseiller CASE fera l'impossible pour les prévenir. Des centaines d'entreprises florissantes ont démarré avec l'aide d'un conseiller CASE.

Actuellement, un conseiller CASE pourrait bien être juste la personne qu'il vous faut pour vous aider à préparer un plan de relance vous permettant de participer à toute reprise économique.

Ce service s'adresse à toutes les entreprises canadiennes de moins de 75 employés, à des prix d'abaisses: 13,25\$ l'heure pour les honoraires du conseiller, avec minimum de 4 heures. La BFD défraye le temps et les coûts de déplacement du conseiller. Il n'y a pas de frais non plus pour votre réunion avec le coordonnateur de CASE, qui choisira le conseiller répondant le mieux à vos besoins particuliers.

Après une étude approfondie des projets ou des problèmes concernés, votre conseiller CASE effectue la recherche nécessaire et vous prépare un rapport contenant des recommandations précises.

Une saine gestion est encore plus importante à la réussite d'une petite entreprise qu'au succès d'une grande société. La petite entreprise ne possède tout simplement pas la marge d'erreur dont jouit la grande.

Que votre entreprise en soit à ses débuts, qu'elle prenne de l'expansion ou qu'elle désire redresser sa situation financière, CASE peut être la solution. S.V.P., vous adresser à l'une des 93 succursales de la BFD, d'un océan à l'autre.

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Printemps 1983
Vol. 2, No 4

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